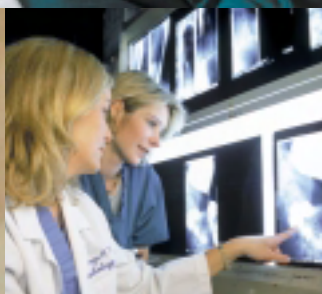


VA SAN DIEGO HEALTHCARE SYSTEM





Left to right:

Janice M. Boss, MS, CHE, Associate Director

Gary J. Rossio, CHE, Director

Jacqueline G. Parthemore, MD, Chief of Staff

Janet M. Jones, RN, MS, ACOS/Nursing & PCS

MESSAGE FROM THE DIRECTOR

2003 was another successful year in achieving our goals of providing safe, quality health care and service for San Diego's veterans. We improved access to care by expanding clinic hours, improving clinic appointment wait times, and offering new services at our community clinics. Veterans have told us they are delighted with our new valet parking program. I am proud of our progress in implementing new quality and patient safety initiatives through advanced technologies and the commitment of our clinical staff. VASDHS has again received top patient satisfaction scores comparing us to VA medical centers across the country, as well as private sector medical centers. In addition we are meeting new challenges in providing care for returning combat veterans from Afghanistan and Iraq. We look forward to serving our new veterans, and all of America's heroes in 2004.

A handwritten signature in black ink, reading "Gary J. Rossio".

Gary J. Rossio, CHE

Director, VA San Diego Healthcare System

VA Desert Pacific Healthcare Network

MISSION, VISION & VALUES

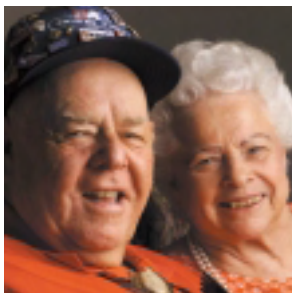
VA DESERT PACIFIC HEALTHCARE NETWORK

Our Mission is to serve the health care needs of America's veterans with dignity and compassion. Our Vision is to be the preferred health care provider for veterans by exceeding their expectations and being recognized for quality care, innovation and value. We value Trust, Respect, Excellence, Commitment and Compassion in an environment of continuous improvement.





2003 ACCOMPLISHMENTS



PATIENT SATISFACTION SCORES

VASDHS' scores for the national VA outpatient satisfaction survey exceeded the national average for 11 of the 13 categories, and were the highest scores within the Network. Nationally, VASDHS was rated one of the top ten facilities

for overall quality of outpatient care. Overall quality of inpatient care was rated above the national average for eight of the ten Dimensions of Care.

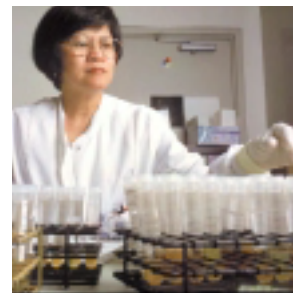
INCREASED WORKLOAD

Our total number of new patients seen increased by 1,544 (4% increase); 86% of those veterans were Category A. Our total number of outpatient clinic visits increased by over 15,000 for a total of 452,020 visits in 2003.

CLINICAL IMPROVEMENTS

- The VASDHS Cardiac Catheterization Laboratory was one of the first within the VA to start using new drug-eluting stents for coronary procedures
- A multi-disciplinary obesity program, Managing Overweight/Obesity for Veterans Everywhere (MOVE), was initiated to provide individualized medical-based treatment for weight management and exercise

- Started a Musculoskeletal Clinic to evaluate orthopedic patients for a variety of non-surgical therapies
- Established the Yoga Back Clinic to treat patients suffering from long-term lower back pain who have been unresponsive to traditional therapies



PERFORMANCE IMPROVEMENT FAIR AND GOAL SHARING

We enhanced our pursuit of continuous performance improvement with two programs this year. We hosted the 6th Annual Performance Improvement Fair, with 22 entries and 664 staff and visitors attending the Fair. San Diego participated in the new Goal Sharing program sponsored by our Network. This program encouraged staff to form teams and develop projects to meet the VA "Six for 2007" strategic goals that would produce better service, better communication and/or higher quality. Forty-two teams participated in the yearlong projects and 34 teams met the standard for the Gold Award Level. A total of \$143,000 in awards was approved for staff whose projects met the performance standard for Bronze, Silver and Gold levels.



NTS

IMPROVED ACCESS

VASDHS streamlined the appointment scheduling system, started Saturday and after-hours clinics, and added clinical services at our community clinics. Also, VASDHS initiated a valet parking program at the medical center and Mission Valley clinic to improve parking for veterans.

AHA AWARD

VASDHS Chief of Staff, Jacqueline G. Parthemore, MD, was awarded the 2002 American Hospital Association (AHA) Award for Excellence at the AHA Congress. This award recognizes a senior federal career health care executive who has provided distinguished service.

PRIMARY PREVENTION SAFETY AWARD

The National Alliance for the Primary Prevention of Sharps Injuries and Infection Control Magazine selected VASDHS as the inaugural winner of the Primary Prevention Safety Award. We were recognized for our sophisticated injury prevention

programs including our Safety Committee, Safety Education, and promotion of safety to other institutions.

ADA CERTIFICATION

We received American Diabetes Association (ADA) certification in Diabetes Education

and are pursuing designation as a Center of Excellence for this program.

ENERGY SAVINGS

Through development of an Energy Savings Performance Contract, VASDHS saved approximately \$1 M in energy costs and anticipates a reduction in air pollution of 43 tons per year over the next 10 years.

ALTERNATIVE REVENUE COLLECTIONS

VASDHS collected a record \$10.8 M [Medical Care Cost Fund (MCCF): \$9.6 M + external sharing revenue of: \$1.2 M].

STAND DOWN

VASDHS managed the medical tent for Stand Down for homeless veterans event for the 16th year. Eighty-one VASDHS volunteers provided 780 hours of medical support time, providing care to 350 individuals.

CAPITAL ASSET REALIGNMENT FOR ENHANCED SERVICES (CARES)

We were actively involved in the local and Network 22 CARES Commission process. Future CARES projections show a healthy and growing future as VASDHS increases medical support services through 2020.



PROFILE

The VA San Diego Healthcare System (VASDHS) provides a wide range of inpatient and outpatient health services at the medical center in La Jolla, and at five community clinics located in Chula Vista, Escondido, Imperial Valley, Mission Valley, and Vista. We provide medical, surgical, mental health, geriatric, spinal cord injury, and advanced rehabilitation services. VASDHS has 238 hospital beds, including skilled nursing beds, and operates several regional referral programs including cardiovascular surgery and spinal cord injury.

We are affiliated with the University of California, San Diego School of Medicine and provide training for 487 medical interns, residents and fellows, as well as 64 other teaching affiliations for nursing, pharmacy, dental and dietetics. VASDHS has one of the largest research programs in the VA nationally with a budget of \$52.4 million (FY 2003), 212 principal investigators, and 889 projects.

COMMUNITY OUTREACH

VASDHS is committed to being an active member of the San Diego veterans, medical, and business communities, and we actively participate in the following organizations: Greater San Diego Chamber of Commerce, United Veterans Council, San Diego County Regional Healthcare Advisory Council, Healthcare Association of San Diego and Imperial Counties, and the San Diego Medical Society.

Each year we support community groups and agencies including Stand Down for Homeless Veterans and Vietnam Veterans of San Diego (VVSD) for their homeless veteran winter shelter.

Our Community Advisory Board, composed of key community stakeholders, meets monthly and is actively involved in providing information and advice on how we can best serve veterans.

FINANCIAL REPORT & STATISTICS

FY 2003 (10/1/02 – 9/30/03) BUDGET

Total Medical Care Appropriations	\$277,480,915
Operating Expenses	\$277,480,915
Salary, Wages & Benefits	\$144,400,200
Supplies	\$35,867,153
Services	\$39,948,940
Other Expenses	\$57,264,622

STAFFING STATISTICS

Employees (FTE)	1,884
FT Physicians (FTE)	138
RNs (FTE)	444
Other (FTE)	1,302
Residents & Medical Students (FTE)	276
<i>(FTE = Full Time Equivalent)</i>	
Volunteers	1,008
Volunteer hours	110,706

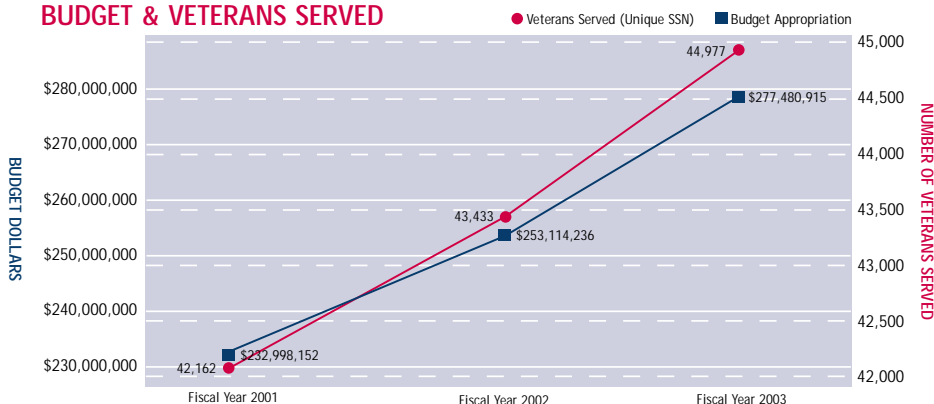
RESEARCH STATISTICS

Total Research Funding	\$52.4 million
Principal Investigators	212
Research Projects	889

WORKLOAD STATISTICS

Medical Center	
Beds Total	238
Acute	172
Extended Care	40
Spinal Cord Injury	26
Admissions Total	6,219
Acute	5,692
Extended Care	308
Spinal Cord	219
Patient Days Total	58,825
Acute	48,562
Extended Care	10,263
Average Length of Stay	
Acute	8 Days
Extended Care	30.9 Days
Surgeries Total	4,450
Inpatient	1,571
Ambulatory	2,879
Outpatient Visits	452,020
Patients	44,977
Number of Veterans in San Diego and Imperial Valley	274,135

BUDGET & VETERANS SERVED



VA SAN DIEGO HEALTHCARE SYSTEM SERVICES

Alcohol/Drug Treatment Center
Ambulatory Care
Audiology & Speech Pathology
Cardiac Care
Critical Care
CT Scanner
Dental Services
Diabetes Care Clinic
Extended Care Center
Geriatrics
Gulf War Health Screening
Health Care for Homeless Veterans
Hemodialysis Center
HIV/AIDS Treatment (Special Infectious Disease Program)
Home-Based Primary Care
Magnetic Resonance Imaging
Mammography
Medicine
Neurology

Nuclear Medicine
Nutrition Counseling
Oncology
PET Scanning
Pharmacy
Post-Traumatic Stress Disorder Clinic
POW Program
Primary Care
Prosthetic Treatment Center
Psychiatry
Psychology
Rehabilitation Medicine
Research
Sexual Trauma Counseling
Spinal Cord Injury Unit
Surgery
Ultrasound
Visual Impairment Services
Women's Clinic

ACCREDITATION & CERTIFICATION

Joint Commission on Accreditation of Healthcare Organizations (JCAHO) 2001-2004
Commission on Accreditation of Rehabilitation Facilities (CARF); Spinal Cord Injury, Medical Rehabilitation, Wellness and Vocational Rehabilitation Enhancement and Homeless programs
College of American Pathologists
Comprehensive Cancer Center (American College of Surgeons Commission on Cancer)
American Association for Accreditation of Laboratory Animal Care (AAALAC)
Nuclear Regulatory Commission
American Association of Blood Banks
Blood Bank is FDA Registered
Clinical Laboratory Improvement Act (CLIA)

VA DESERT PACIFIC
HEALTHCARE NETWORK



Department of
Veterans Affairs

MEMBER OF THE VA DESERT PACIFIC
HEALTHCARE NETWORK
VETERANS INTEGRATED SERVICE NETWORK 22



MEDICAL CENTER

VA San Diego Healthcare System
3350 La Jolla Village Drive
San Diego, CA 92161
(858) 552-8585
1 (800) 331-VETS

FREQUENTLY CALLED PHONE NUMBERS

TeleCare System (Nurse Advice)
1 (877) 252-4866

Enrollment & Eligibility Questions
(858) 552-7523

Appointment Scheduling (Medical Center)
(858) 552-7570

WEB ADDRESSES

For more information, visit us at:
www.san-diego.med.va.gov
www.va.gov

VET CENTERS

San Diego Vet Center
2900 6th Avenue
San Diego, CA 92103
(619) 294-2040

Vista Vet Center
1830 West Drive, Suite 103
Vista, CA 92083
(760) 643-2070

OUTPATIENT CLINICS

VA Mission Valley Clinic
8810 Rio San Diego Drive
San Diego, CA 92108
(619) 400-5000

VA Chula Vista Clinic
835 Third Avenue
Chula Vista, CA 91910
(619) 409-1600

VA Vista Clinic
1840 West Drive
Vista, CA 92083
(760) 643-2000

VA Escondido Clinic
815 East Pennsylvania Avenue
Escondido, CA 92025
(760) 466-7020

VA Imperial Valley Clinic
528 G Street
Brawley, CA 92227
(760) 344-9085

Wellness & Vocational Enrichment Clinic
W.A.V.E. Program
4525 Mission Gorge Place
San Diego, CA 92120
(619) 228-8000

VASDHS